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1973-1974

Annual Report



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ADMINISTRATIVE SERVICES DEPARTMENT

EDWARD T. SULLIVAN
DIRECTOR

LAWRENCE W. COSTELLO
EXECUTIVE SECRETARY



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ANNUAL REPORT
of the
ADMINISTRATIVE SERVICES DEPARTMENT

July 8, 1974

Hon. Kevin H. White
Mayor of Boston

Dear Mr. Mayor:

In accordance with the provisions of Chapter 3, Section 25, of the Revised Ordinances of 1961, we are pleased to submit herewith the twentieth Annual Report of the Administrative Services Department for the calendar year commencing January 1, 1973 and ending the fiscal year ending June 30, 1974.

Under the provisions of Chapter 4, Section 1, of the above-mentioned ordinances, the Administrative Services Department is in charge of a Board, consisting of an officer known as the Director of Administrative Services who is Chairman of the Board; an officer known as the Deputy Director for Fiscal Affairs; an officer known as the Supervisor of Labor Relations; an officer known as the Supervisor of Budgets; an officer known as the Supervisor of Personnel; an officer known as the Purchasing Agent; and the Commissioner of Assessing, the City Auditor and the Collector-Treasurer, ex officio.

There were four changes in Board membership during the 18-month period with James B. Goldrick, the Assistant Supervisor of Budgets, serving as Acting Supervisor of Budgets, the Supervisor's position declared vacant to the present time. Board membership changes involved the Commissioner of Assessing, the Collector-Treasurer, the City Auditor and a new position created by enactment in 1974 of an ordinance passed under date of March 11, 1974 and approved by you under date of March 13, 1974 provides for the establishment of the Office

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of Supervisor of Labor Relations. Your appointee, Daniel J. Sullivan, was sworn in and took office unofficially in the position on a part-time basis for a period of approximately two years on assignment from the Law Department. Under date of September 26, 1973, Walter W. Merrill was appointed City Auditor VICE John F. Fitzpatrick, the former City Auditor, who served for a great many years in the Auditing Department and who retired under date of June 30, 1973. Under date of December 3, 1973, James V. Young was appointed Collector-Treasurer VICE Edmund W. Holmes, the former Collector-Treasurer, who also served for a great many years in the Treasury Department and who retired under date of November 30, 1973. Under date of February 27, 1974, Bernard F. Shadrawy was appointed Commissioner of Assessing VICE Theodore V. Anzalone, who was appointed Manager of the Hynes Auditorium as of the same date.

Six formal meetings of the Board were held during the period in the Office of the Director, Room 608, on the following dates:

February 22, 1973	February 7, 1974
June 7, 1973	February 28, 1974
October 11, 1973	June 6, 1974

Informal meetings of the various Board members with the Director during the 18-month period were common occurrences. As stated in previous reports, we believe that more can be accomplished, in many instances where important issues are not at stake, by resorting to informal meetings with department or division heads who serve as members of the Board rather than setting up formal meetings where subjects discussed may have little interest to certain members.

Board deliberations were centered mainly upon data processing operations, especially in the area of proposed consolidations where extensive work has already been accomplished in the planning stages of conversion from out-dated to new systems, with special attention being focussed upon the data processing installations of the Fire, Police, Health and Hospitals, Library and School Departments. At each one of our formal Board meetings survey presentations were made by representatives of Clasby Associates, Inc., consultant experts in the data processing field, keeping us informed of studies

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and progress being made in reviewing present installations and submitting recommendations for the possible implementation of the consolidation process. This is a long-range and ambitious program which was initiated to develop a reasonable estimate of the City's expenditures for EDP services; to identify, insofar as possible, the particular activities supported by computer systems; and to provide a basis for a firmer understanding of the factors influencing both the level and direction of the City's dollar commitment to its EDP functions.

As a result of this study of our existing installations by Clasby Associates, Inc., the following major findings were submitted in February of 1973:

1. Administrative-financial systems/applications comprise a substantial portion of the activities of all EDP installations;
2. Individual installations are maintaining or developing duplicate or at least highly similar systems and applications;
3. Redundancies contribute to the excess overheads, both in personnel and equipment, which are characteristic of the City's present EDP operations;
4. Moreover, their existence is symptomatic of the real source of the City's high EDP overheads, namely, its present organizational structure;
5. The products of this environment are a virtually autonomous individual installation, a segregated decision-making process, informal communication channels, non-standard procedures and methods, and the absence of a unified policy; and
6. An attendant problem which magnifies the issues arising from the existing organizational structure is the prevailing salary level for the City's EDP personnel.

On February 28, 1974, a systems engineer for the IBM Corporation, Mr. Roger Olney, who has been

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observing and reviewing our progress for a long period of time, appeared before the Board and presented a chronological outline of this progress which is incorporated into our Data Processing Unit section appearing later on in this report. Mr. Olney's conclusions were that the Administrative Services Data Processing Unit has a competent staff, an excellent track record of delivering results and a proven record of successful consolidations to date, which includes the Auditing Department, the Assessing Department and the Boston Municipal Court.

Twenty-four directives or notices were issued during the period pertaining to various routine administrative matters.

Council Orders passed and Resolutions adopted by the City Council were handled and processed by this division in addition to pending business relating to Government Center Commission operations. A substantial volume of correspondence addressed either to the Director or the Executive Secretary or referred to the division by other governmental agencies which, in many instances, required extensive research or review, was also processed and replies thereto prepared for appropriate signatures.

FEDERAL AID

During the past eighteen months there have been major transitions in the flow of federal funds into the City. In addition to General Revenue Sharing, the "new federalism" has resulted in new block grant programs in the fields of law enforcement, manpower and community development. While it is still too early to accurately evaluate the financial impact on the City, some dramatic changes are inevitable. The amount of federal programs and monies coming into the City will no doubt decrease under special revenue sharing block grants. At the same time, however, greater control over how federal funds are to be allocated will be exercised at the local level. Upon completion of an eighteen-month inventory of grant-in-aid programs administered by the City, currently underway, a more detailed analysis of "new federalism" will be possible.

COMMUNICATIONS

In the early part of 1973 several meetings were held in the Office of the Director concerning the problems of our telephone system which, due to expansion in many areas of operations, was gradually becoming inadequate to handle the tremendous load of incoming and outgoing calls within City Hall. A number of studies conducted by telephone people and our Communications Coordinator over a long period of time were reviewed in depth and revealed that telephone traffic since we moved to the new City Hall in 1968 had been increasing at an alarming rate from month to month and year to year.

It should be remembered that the New City Hall is a very unique facility. It was designed and built, as you know, to serve Boston's citizens while providing the focal point in the new area known as "Government Center." When we moved in during the months of November and December, 1968, ample space was provided to house a substantial number of key city agencies, elected officials and employees in a very comfortable manner and the telephone system installed at that time (conventional dial) appeared to complement these conditions and was considered adequate to provide the service necessary for an efficient and smooth-running operation.

However, many important changes took place over the past five years to alter this picture substantially. The continuing demand on the part of our citizens for improvements in existing services and the creation of new services and facilities to meet the demand brought City Hall into a much sharper focus as the heart of city government and the place to go or contact when a problem arose.

Your response to the demands of the public by the creation of new agencies and the establishment of new and creative programs for the elderly, the sick and underprivileged, was timely and beneficial to all concerned. Nevertheless, the implementation of these new programs required an additional look at our existing conventional dial system to accommodate as efficiently as possible the increased telephone traffic in and out of City Hall.

As we are all aware of the impact that these new agencies have had on our community and even throughout the country, it might be well to mention

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a few to place the picture in proper perspective and to focus attention upon the additional work load these new agencies have brought to City Hall and which necessitated the expansion, on a continuing basis, of the conventional dial system:

Office of Public Service - better known as "Little City Halls" this agency has played an important and major role in making city services available at the local or community level;

Public Facilities Department - engaged in a multi-million dollar building and renovation program for our public school system;

Office of Human Rights - this agency has been doing an outstanding job in areas never before recognized or analyzed and in controlling and eliminating incidents of civil disturbances throughout the City;

Commission on Affairs of the Elderly - another necessary and welcome addition to municipal administration in serving our elderly citizens in many areas pertaining to their particular needs and problems;

Model Cities Department - an extensive organization headquartered at City Hall and performing services that will eventually improve the quality of life and living within the older sections of our City;

Rent Control Administration - established for the benefit of both the tenant and the landlord in settling disputes regarding rentals and maintenance of properties.

In the above agencies major telephone changes and alterations became necessary and were effected.

Our prime objectives, such as lower costs, management control, service to the general public and good employee relations dictated that proper communications services be made available to support them. With the realization that telephone service at City Hall must be maintained on a higher level than is demanded in private industry, we requested an updated assessment of our present system the latter part of 1973 including the feasibility of providing CENTREX service, which we have recently

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recommended for installaiton. the CENTREX SYSTEM is one that is more modern, efficient and economical than our present system and allows for growth and future requirements - very important factors in communications management.

IN-SERVICE TRAINING UNIT

A reading of the following list of courses offered to City of Boston personnel will convince the reluctant that every advantage and facility is being offered and afforded to those who have the desire to learn while they earn. The Boston Regional Training Center of the U.S. Civil Service Commission made available, on a participating basis, the highest quality courses in:

- Supervisory and Management Courses
- Financial Management Programs Courses
- Communications and Office Skills
- Personnel Management Courses
- Automatic Data Processing
- Management

In one of the oldest institutions established in America for those who wish to engage in pursuing multi-diversified interests, namely, the Commonwealth of Massachusetts, Department of Education, City personnel selected from Spring, Summer and Fall catalogs of 1973, those areas of intellectual development in which they indicated an interest.

Now, too, a comparatively new power-house of curricula is being offered by the University of Massachusetts under the Inter-governmental Personnel Act. Further elaboration on these pretentious programs will follow in the not too distant future.

Lowell Technological Institute has legally received the name of Lowell University. But the more significant occurrence for all of us who have endeavored to raise the skills and abilities of our Public Works personnel was the acceptance of applications for enrollments in September of 1973. As has been previously reported in our Annual Reports of 1971-1972, no admissions were made to entering freshman classes in the first semesters of those years. Welcome indeed was the acceptance of more than thirty admissions alone for the opening semester in September, 1973. Great credit is due

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Commissioner Casazza and Louis Graham and, in fact, all those Division Engineers who assisted the Training Coordinator to keep interest and enthusiasm alive on the part of prospective students during those years of rejection by the Commonwealth of Massachusetts, Department of Education, because of severe cut-backs in budgets.

Without fail now, with better than sixty members of the Public Works Department enrolled in the Associate Engineering Degree course and with three more in the Graduate Engineering course, in a matter of a few years the City of Boston will have possibly the most professional municipal engineering department in the United States.

Mention must be made of those striving for the Associate Degree in Business Administration who will soon attain their ambitions and aspirations.

Although the In-Service Training Unit was undermanned for several months due to the illness of our Training Coordinator, Theodore J. Hoppe, who retired in March of 1974, the Unit has continued to function satisfactorily through the cooperation of the Director and the Executive Secretary to the Board. All inquiries, whether written or oral, have been handled with dispatch and copies of brochures on new courses now available for the summer and fall seasons of 1974 have been distributed throughout City Departments.

We trust that the enthusiasm and vigor displayed by Mr. Hoppe, a devoted, dedicated and conscientious individual, whose service to the City covers a period of nearly half a century, shall continue and that the number of officials and employees becoming interested in these in-service training courses shall increase from year to year or so long as these opportunities present themselves.

DATA PROCESSING UNIT

The Data Processing Unit of the Administrative Services Department is responsible for servicing all City Departments in their data processing needs. Major services are now being performed for the following departments:

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Auditors - Treasurer's Department

Payroll

Preliminary Payrolls
Maintenance Master Payroll Files
Checks
Final Payrolls
Check List - Treasurer
Payroll Drafts - Weekly/Monthly
Bi-weekly Temporary School Payrolls

Deduction Reports:

Annuities - Weekly
Savings Bonds - Weekly/Monthly
Credit Union - City..Fire..Teachers..Weekly
Union Dues/Agency Fees - Monthly
Blue Cross - Monthly
Optional Insurance - Monthly
Charity - Weekly/Monthly
Teacher's Retirement - Monthly
Retirement - 4% Weekly/Monthly
Appropriations Input - Weekly/Monthly
MBTA Reports - Monthly
Check Reconciliations
Year to Date Earnings
Quarterly Detail Earnings Listings
Personnel Statistics
Holiday Payrolls - Police/Fire
Overtime Payrolls - Monthly
Veteran/Retirement Checks - Mailing Address-
es Added to Check

Appropriations

Encumbrance - Purchase, Service, and Con-
tracts
Discount Warrants and Checks
Regular Warrants and Checks

Monthly

Appropriations Statement
Distribution of Expenditure
Open Encumbrance Report

Terminal Inquiry - Auditing, Budget, and
Purchasing Department
On-Line Terminal System - Data Processing-
Auditing

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Public Works Department

Maintenance Water Billing Tape Files
Water Commitment
Water Bills
Water Payments Update
Water Payments Listings
Water Added To Taxes
Water Name/Address Changes
Sewer Commitment
Sewer Bills
Sewer Payments
Sewer Added to Taxes
Statistical Reports
Fire Pipe Commitment
Fire Pipe Bills

Terminal Inquiry System - 1973/1974 Water
Master Files
Meter Detail Information
On-Line - Maintenance - Owner Names and Mail-
ing Addresses

Administrative Services - Printing

Cost Accounting Reporting

Assessing

1973 Tax Files to Tape
Parcel Number Sequence Listings
Bill Number Sequence Listings
Abatement Checks
Consolidation Tax Billing to Administrative
Services Computer Facility
Assisting in Development of Tax Billing System
1974 Tax Files to Tape - Six Month Bill
1975 Tax Files to Tape - 1975 Fiscal Tax Bill

Election and Police Listing

Jury System - Suffolk Superior Court

Police Listing System

Create (500,000 card file for Police List-
ing Board)
Update of File
Key punch - all changes
Listings of Additions to Police Listings
Listings of 1st/2nd/3rd Proofs

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Listings of Final Proofs - Printing Department

Police Dwelling Check List

Conversion Card File to Tape System

Voting System

Listing Skell January 1 - Election Board

Listing Proofs - Voter Registration

Listing Final Proofs - Printing Department

Keypunch - List - Supplementary Voter List
#1

Keypunch - List - Supplementary Voter List
#2

Jury Summons

Omitted Police Listings

Polling Change Cards

Jury Selection System Via Computer

Election Result System

Conversion Card File to Tape System

Parking Ticket System

Keypunch - Tickets

Registry Inquiry Files

Payment Update

Summonses

Dockets

Alpha-Listings

Summons Payments

Police Letters

Registration Suspensions

Disposition Reports

Audit Trails

Tow and Hold System

Consolidation of all Courts

Fire Department

Permits and Licenses

Maintenance Permit and Licensing Files

Fire Statistical Reporting

Retirement Board

Retirement Accounting System

Creation Balance Files

Maintenance Files

Administrative Services Department

Update Yearly Deductions
Retirement Balance Statements
Retirement Preliminary (Monthly)
Retirement Checks (Monthly)
Retirement Finals
Yearly Retirement Report
1099 Forms
Statistical Reports - State Reimbursement

Licensing Board

Committing and Billing of all Licenses

Housing Inspection

Maintenance of H.I.D. INFORMATION SYSTEM
Improvements to H.I.D. Information System
Development of Inquiry Terminal System

Collectors

1. Payment cards to tape
2. Edit Payment Tape
 - add year of payment
 - eliminates prior year payments - listed
 - reformat Month - Day
 - sorts tape year of payment
 - Ward/Month/Day - Bill #
3. Lists Payment Totals by Ward/Day - Totals
by type tax
4. Edit Payment Tape
 - prints edit errors
 - create tape of W/S accounts with no
Real Estate Bill #
 - create Payment Tape of finds
5. Match W/S Tape to Real Estate Tax Tape
 - assign Real Estate bill # to tape
 - listing of no finds
 - listing one or more payments
6. Merge W/S Tape and Tax Payments
7. Update Payments to Real Estate Tax
 - lists no finds
 - lists three or more payments

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8. Listings of Overpayments
 9. Create Real Estate Commitment
 10. Optional-Listings of Total File
Outstanding File
 11. Abatements - sub system
 12. Prior to second billing - audit or cross
checking must be done by Collectors
 13. Adjustments to File
 14. Second Real Estate Bill
 - Line 1 - All payments treated as first
Tax Report
Delinquent amount
Overpayment - CR
 - 2 - Tax due second payment
 - 3 - Net Tax Total
 - 4 - Interest
 - 5 - Total Tax Due
-Posting Procedures.....
15. Second Payment Applied
 16. Demand Billing
-

SYSTEM

HARDWARE

- IBM 370/145 Model JI CPU (1.5 megabytes of
storage)
- 16 3330 Model 11 Disk Drives (3.2 billion
bytes)
- 8 3420 Model/5 Tape Drives
- 2 1403 Model/N1 Printers (HN2 and AN2 print
arrangements)
- 1 1403 Model/2 Printer (AN2 print and arrange-
ment)
- 3705 Communications Controller (270 x emu-
lation mode)
- 3270 Video Display System
- 2741 Hard Copy Terminals
- TWX Compatible Terminals (30 and 120 CPS)

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SOFTWARE

OS/VS2 Operating System with Time-Sharing
Option
CICS Communication Control System for Applica-
tion Processing
COBOL/VS
FORTRAN G1 (extended)
VS BASIC
VS ASSEMBLER
MATH/BASIC
STAT/BASIC
BUSINESS BASIC
IMS/VS
AUTO TAB

BUDGET DIVISION

The Budget Division is responsible for the preparation of the annual and all supplementary budgets as well as all subsequent revisions of items in any budgets.

The Budget Analysts, under the direction of the Acting Supervisor of Budgets, have analyzed all departmental budget requests during the year endeavoring at all times to reduce expenditures without curtailing services.

Analysts have worked with private consultants, or individually conducting surveys of various types with a view to reducing costs of present operations and improving efficiency in performance.

During 1973 the Budget Division worked with the Arthur Young Company in the development of a City-Wide cost allocation Plan and Departmental Indirect Cost Rate proposal in accordance with the United States Office of Management and Budget.

The purpose of this plan is to assist the City in the development of a complex system required by O.M.B. to provide a basis for charging indirect and overhead costs on federal grants. These costs could not be charged unless specific terms are met. The development of this plan, however, has enabled the City to be reimbursed for costs of carrying out federally-supported programs which had not been reimbursable. It is estimated that the value of these costs may well be several million dollars.

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Another important phase of the Division's work is the constant surveillance of expenditures of appropriations that have been approved by Your Honor and the City Council not only to control but to determine whether the monies being disbursed are for the purposes for which they were appropriated.

One of the most important functions of local or national government is the budgeting of the taxpayer's money so as to comply with his wishes in the rendering of essential services. We have made definite progress in improving our present operations, but there is much to be done, as is the case in all governmental enterprises of the magnitude of a municipal operation similar to that of Boston.

The new system is called Planning-Programming-Budgeting. The principal features of this management system are:

The exact nature of important city problems are analyzed sufficiently to be thoroughly understood, with all necessary factual data compiled and assimilated so that the city management has a solid factual knowledge of the problem.

On the basis of this knowledge of the problem, concrete and specific objectives for accomplishment are established, not just for one year but rather for a 5-year period. These objectives are not generalizations, but if not expressed in quantitative terms, they are at least sufficiently concrete so that a quantitative measurement of progress towards these objectives can be determined.

The current operating programs which the City Government is carrying on in an effort to combat the important city problems were analyzed to determine their complete cost and to establish their degree of effectiveness in quantitative terms and in terms of the previously established long-range objectives. This analysis drew together the operating problems which were directed towards the same problems, even though those problems may be carried on by several different departments.

Extensive effort was devoted to determining if there were alternative operating programs which might have a greater degree of effectiveness in accomplishing the long-range objectives or which

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might be equally as effective as current programs but at less cost. The costs and effectiveness of these alternatives were estimated as accurately as possible.

The city management decided on a long-range program plan taking into account all of the intangible factors which were considered in management decision-making. This long-range program plan covers a five-year period, and provides the basis for all budgetary decision-making, both for the capital budget and the operating budget. This program plan also includes the contribution of quasi-public agencies such as the BRA and BHA in combatting major city problems.

A reporting system was also required which records and reports to city management the actual progress toward accomplishment of the objectives in the long-range plan. The reports of progress were monitored by the city management so that corrective action was taken promptly whenever the progress was not sufficient to achieve the program objectives.

The long-range program plan is re-evaluated annually prior to preparation of the annual budgets, so that the factual data and the conclusions drawn from the analysis may be revised and refined on the basis of experience gained in the preceding year.

This PPB system is now in effect in the largest city departments; namely

- Health and Hospitals
- Parks and Recreation
- Building Department
- Library Department
- Public Works Department
- Police and Fire Departments
- Public Facilities
- Traffic and Parking
- Air Pollution Control Commission

It would not be realistic to expect that a management system of this caliber could be developed in three years. The development of the full system will require a longer period of time. However, it was essential that the departments devote considerable time, attention and effort to the development of this system so that as much progress as possible could be made.

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For maximum efficiency and impact on management decision-making, the development of this system was tied directly to the preparation of the city budget governed by the budget cycle. The 1973-74 recommendations to the City Council incorporated all of the analyses and decision-making that the city management has produced prior to the time that the budget recommendations were prepared for printing.

The change in the fiscal year from a calendar basis to a July - June fiscal year was accomplished by means of an 18-month transitional budget which began on January 1, 1973 and ended June 30, 1974. Subsequent budget years will run from July 1 of each year to June 30 of the following year.

PERSONNEL DIVISION

In 1973, Personnel Division moved forward with respect to all programs previously begun. The Personnel-Labor Relations-Health Insurance function was performed satisfactorily in all respects. Discussions with the Management Development Council were begun with a view towards a new Management Development and Compensation Plan to be effective early in 1974. Discussions were entered into with Data Processing Unit relative to a computerized central personnel record keeping. The use of three employees through the Emergency Employment Act enabled us to stay current with the work of the division. A Personnel Reduction Program in all City Departments was begun November 1, 1972 to run for a period of 20 months. Progress was made towards the goal of the personnel reduction program which is the reduction of 1600 permanent City and County positions mostly through attrition in the 20-month period.

In 1974, the Personnel-Labor Relations-Health Insurance function was performed satisfactorily in all respects. A Management Development and Compensation Plan applicable to approximately 315 Managers in City Departments was implemented effective January 1, 1974. Subsequently, approximately ten (10) Nurse Managers were included in the Plan and twenty-five (25) Police Superintendents and Deputy Superintendents were included. A unique feature of the Plan was The Boston Sick Leave Plan which provided for a sick-leave pay-off at time of death, retirement or resignation after 15 years of service and an Annual buy-back at the

Administrative Services Department election of the employee. The implementation of the Plan went smoothly in every respect.

In late 1974, notices will be sent to all City Departments relative to a new Centralized Record-keeping of Vacation and Sick Time to be implemented as of January 1, 1975. This is a part of the centralized personnel record-keeping program towards which we are working.

HEALTH BENEFIT AND INSURANCE UNIT

Eighteen months since our last report, we are still making progress in improving the benefits of this fine program for either the active or retired employee.

Effective March 1, 1974, the value of the Life Insurance policy for the retirees was increased from \$1,000 to \$2,000. This was a much sought after benefit the retiree had been looking forward to. A special rider was printed and mailed to the retiree with his or her check to attach to the present policy showing the value to be \$2,000.

In 1973, we were able to have Blue Cross agree to pick up 100% of the cost of those unfortunate employees who are receiving dialysis treatment. The cost for this by the employee would be prohibitive and one which the (HEW) Health, Education and Welfare Department of the Federal Government considers catastrophic.

Effective January 1, 1974 legislation was passed removing the ceiling of health benefits that the cities and towns in the Commonwealth may purchase for their employees/retirees. Previously, benefits were limited to what the Commonwealth had for their employees.

The Director of this unit, Edward W. Donovan, played a great part in having this legislation passed, by appearing before the legislative committee involved to speak in favor of its passage.

As a result, this office, together with the Mayor's Advisory Committee on health insurance for the employees, have had several meetings with representatives of Blue Cross-Blue Shield to shape up a program which will far surpass the program now covering the employees. When this is finalized,

no other group in the Commonwealth will have as good a program.

Seventy per cent enrollment of the total group (22,000) must be guaranteed to put this in effect. This office will have the responsibility of "polling" the members to meet the guarantee.

We have had the Harvard Community Health program in effect for sixteen months now and all members who joined seem to be satisfied with the service they are receiving. President Nixon wrote into law, effective January 1, 1974, that this type of health maintenance organization had to be offered to employees. This office beat Mr. Nixon "to the punch" by offering it to our employees before it became law.

So we continue to study and think of ways to improve this fine benefit to our employees. All of this was accomplished in addition to the normal work day of the daily routine of activating new enrollments, and reviewing various hospital and medical claims to see that the carriers are meeting their liabilities and paying claims properly in accordance with the terms of the contract.

It is very apparent that if this type of protection were not available, medical and hospital costs would have been an extreme hardship in many cases and prohibitive in others.

OFFICE OF LABOR RELATIONS

This office has experienced a tremendous growth in all areas of labor relations during the titled fiscal period. The staff is comprised of the Supervisor of Labor Relations, two Assistant Corporation Counsels, one Legal Aide, one Labor Relations Analyst, and one Administrative Secretary. The workload is very heavy for every member of the staff.

As evidenced below, there has been a dramatic increase in the number of:

Grievances filed:...1972, 70;..1/1/73-6/30/74, 237
Arbitrations filed:..1972, 21;..1/1/73-6/30/74, 114
Arbitrations argued:..1972, 22;..1/1/73-6/30/74, 76
Mediation and Fact Findings:1972, 12;..1/1/73-6/30/74, 32

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Unfair labor practice cases

before Labor Relations

Commission:.....1972, 9....1/1/73-6/30/74, 29

In addition to participation in all phases of all of the above matters, it is clear that there is developing a greater recognition of the functions of the Office of Labor Relations as, more and more, it is being utilized by both labor and management. Further, the Office of Labor Relations has moved into the new areas of discharge, discipline, and discrimination, and its involvement is steadily increasing.

Finally, during the 18-month fiscal period, the Office of Labor Relations argued (and won) one Union Representation case in the Supreme Judicial Court and another one in the Labor Relations Commission.

PURCHASING DIVISION

During the Fiscal year 1973-74 this Division issued contracts and orders totaling approximately \$30,000,000. Since this period covered eighteen months as compared to twelve months since the last report, the total number of purchase orders issued during the fiscal period increased from 21,000 during 1972 to 28,000 during 1973-74. Approximately 20,000 requisitions and over 1000 contracts in amounts ranging from \$2,000 to almost \$1,000,000 were processed.

Under the Emergency Petroleum Act of 1973 the Mandatory Allocation Program for Middle Distillate Fuels was established by the Federal Energy Office. It is mandatory that the City purchase its fuel requirements from those companies designated by the Act. This method negates the public bid law and assures the city of needed fuel but since prices are not negotiable, it is questionable whether the city is saving or losing money by federally directed mandatory purchases.

Prompt and efficient servicing of office machines is carried out by the Office Machine Repair Unit of the Division. This unit has made more than 8,000 inspections, repairs and overhauls on typewriters, calculators, adding machines, etc.

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Taking into account the increased costs of labor and materials, it is estimated that the same type of services would have cost the city more than \$160,000 from an outside source.

With the acquisition of a Property Officer in the Surplus Property Unit of the Division, purchases of surplus property from the federal government for use in various departments became a function of the Surplus Property Unit. The normal routine disposal of surplus property, including junk from the various city departments, was simultaneously carried on. Inspections of surplus property at the various installations were made to ascertain condition, possible use by another department and probable market value. Disposing of surplus property as expeditiously as possible is made necessary by lack of storage facilities. The recent retirement of one member of this unit has slowed activities but it is hoped this vacancy will soon be filled.

The Public Facilities Department's vigorous program for building new schools, which provides the original furnishings for new schools erected, continues to be a substantial burden to this Division due to a limited personnel quota. With each new change in teaching techniques, specifications, proposals and contract formats must be changed.

A program for disposal of surplus automotive equipment by auction instead of trade-in was researched with the cooperation of the City Coordinator of Motor Vehicles and the results indicate the program to be infeasible.

Our limited budget for testing and inspections requires us to depend almost entirely upon the Department of Agriculture, Food and Drug Administration for this function. Doing business with reputable, dependable companies, with spot checks by independent testing laboratories and delivery checks by our own personnel, are the city's best guarantee of receiving a dollar's worth of value for each tax dollar spent.

Two employees acquired under the Federal Emergency Employment Act have been extremely helpful in maintaining the efficiency of this division..

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It is again strongly recommended that the reorganization of the Purchasing Division started in 1968 be revitalized. If this division is to continue to operate effectively and efficiently, it should be more adequately staffed as recommended in the original reorganization proposal.

PRINTING SECTION

The Printing Section supplies all printing, binding, stationery, and office supplies required by city departments.

The following is the payroll expenditure for 18 months from January 1, 1973 through June 30, 1974.

<u>Permanent Employees</u>	\$1,798,689.72
<u>Overtime</u>	4,001.32
<u>20-Contractual Services</u>	143,689.23
<u>30-Supplies & Materials</u>	183,405.30
<u>40-Current Charges and Obligations</u>	23,166.30
<u>50-Equipment</u>	2,994.68
	<u>\$2,155,946.55</u>
<u>Office Supplies</u>	\$35,693.18

Out of the 76 employees there were 5 deaths, 1 transfer, 3 retirements, 4 temporary replacements, 1 permanent replacement and 1 new position created.

ART COMMISSION

No major expenditures were made or anticipated at present due to budgetary limitations. However, we do believe a much larger appropriation should be considered for the cleaning and maintenance of present statuary on an annual basis. Such a policy would insure more interest in and recognition of the many statues and monuments located in various sections of the City.

Perhaps, after legal review, there may be the possibility of securing necessary funds for this purpose from the proceeds of a will filed by Edward Ingersoll Browne.

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Boston has always enjoyed a high standard among the large cities of the country and the world in its appreciation of the arts, and it is comforting to know that personages of high caliber in this particular field have been selected to take charge of this important function of government.

The members of the Commission include the following:

Nelson W. Aldrich, Chairman, nominee of the Massachusetts Institute of Technology.

William B. Osgood, nominee of the Trustees of the Boston Public Library.

Margaret Fitzhugh Browne, nominee of the Copley Society of Boston.

Stephen D. Paine, nominee of the Museum of Fine Arts.

Marvin Goody, nominee of the Boston Society of Architects.

David McKibbin, 10-1/2 Beacon Street, Boston, employed as a clerk on a part-time basis.

CONCLUSION

In the past eighteen months many obstacles were placed in our path, either directly or indirectly, to prevent our traveling upon a more smoother surface in the efficient handling of city problems.

On the national scene, the Watergate Scandal and the Energy Crisis coupled with substantial reductions in federal funding for essential services have resulted in many important issues and programs either being deferred or eliminated, of necessity, until such time as some of these national problems are resolved to the satisfaction of the general public.

On the State level, we have seen the State Department of Education squabbling with the Boston School Committee on the issues of desegregation and school bussing which, we are hopeful, will be resolved during the summer months. The State Legislature has not been too receptive to many of

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your legislative recommendations which would relieve the taxpayer of many unjust burdens.

In spite of the above and with the adoption of an austerity program during this period, through your leadership and the cooperation of this Board and other City officials, your goals of a no-growth budget and a stabilized tax rate have been achieved, as was evidenced by the fact that the rating of City of Boston bonds has been upgraded by the national municipal bond experts for a second time within a ten-month period. In addition, approximately 1600 City positions have been eliminated, our data processing capabilities have been expanded and accelerated, new programs for the elderly and the less fortunate have been advanced. Little City Halls have become more active in supplying the services needed and requested by our citizens in various communities throughout the City, and "Summer-thing", with its many innovative activities for the young and the elderly alike, has not only met with the approval of the public but has also attracted national attention.

To cooperate and assist you in every way in bringing to fruition the goals and aims to which you aspire in the development and growth of our beloved City is our chief concern and main desire.

Respectfully submitted,

Edward T. Sullivan, Chairman
Director of Administrative Services
Richard E. Wall,
Deputy Director for Fiscal Affairs
Bernard F. Shadrawy, Commissioner of Assessing
Kevin P. Feeley, Purchasing Agent
Duncan T. Foley, Supervisor of Personnel
James B. Goldrick, Acting Supervisor of Budgets
Daniel J. Sullivan, Supervisor of Labor Relations
James V. Young, Collector-Treasurer
Walter W. Merrill, City Auditor

Lawrence W. Costello,
Executive Secretary

Section II

ANNUAL REPORT

of the

PUBLIC SAFETY COMMISSION

1973 - 74

Edward T. Sullivan
Chairman

Lawrence W. Costello
Executive Secretary

July 8, 1974

Hon. Kevin H. White
Mayor of Boston

Dear Mr. Mayor:

In accordance with the provisions of Chapter 3, Section 25, of the Revised Ordinances of 1961, we are pleased to submit herewith the nineteenth Annual Report of the Public Safety Commission for the calendar year commencing January 1, 1973, and ending the fiscal year, June 30, 1974.

The chief function of this Commission under the provisions of Chapter 203, Acts of 1959, as amended by Chapter 194, Acts of 1961 and Chapter 656, Acts of 1965, is to coordinate the work of all departments concerned with public safety, to the end that there may be efficient and concerted action by said departments, particularly in times of emergency and/or disaster. Under the provisions of Chapter 4, Section 9, of the Revised Ordinances of 1961, this Commission is an integral part of the Administrative Services Department.

The members of this Commission, including the Executive Secretary to this Commission, serve without compensation and without an appropriation of any character, thereby obviating the necessity of submitting a financial statement covering expenditures.

In accordance with statutory requirements, regular meetings were held monthly during the 18-month period from January 1, 1973 to June 30, 1974, either in the Conference Room, Room 606 or the Executive Secretary's Office, Room 609, City Hall, on the following dates:

1973

January 17	May 16	September 19
February 21	June 20	October 17
March 21	July 18	November 28
April 16	August 15	December 12

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1974

January 16
February 20

March 20
April 17

May 15
June 19

Although the Committee on Licenses is a subcommittee of the Public Safety Commission, its functions and operations are carried on within the Building Department, in accordance with the provisions of Section 2, Chapter 203, of the Acts of 1959, and a report on its activities for the year will be contained in the Annual Report of the Building Department.

There were two changes in Board membership in the 18-month period. As no funds were requested for the Civil Defense Department for this period, the position of Civil Defense Director, held by Walter J. Cameron, became vacant as of March 31, 1973, thereby creating an automatic vacancy on the Board. Since the duties and responsibilities of the Civil Defense Department were assumed by the Public Works Department, this does not preclude the possibility, however, of the Agency being reactivated at some later date. The ordinance establishing the Civil Defense Department, Chapter 8, Acts of 1958, as a result of the enactment by the State Legislature of Chapter 639, Acts of 1950, has not been repealed. Under date of February 20, 1973, Leon S. White was appointed Commissioner of Health and Hospitals VICE Dr. James V. Sacchetti, who served with distinction and devotion for a great many years in the Hospital Department in various executive capacities. Dr. Sacchetti retired officially under date of November 30, 1971 and was retained until February 1973 when his 15-month extension under existing law had expired.

As the responsibilities of this Commission are more or less limited to coordinating the functions of the various public safety agencies within the city government, and the Commission is not vested with enforcement authority in any of the areas associated with public safety, we nevertheless review and recommend for study and consideration all matters directed to our attention that apply to the health and safety of our community.

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Our deliberations and discussions during the past year were held, as stated previously, on a monthly basis and concerned, in the main, routine safety matters in which coordination and cooperation of all public safety agencies were stressed upon each occasion.

Several areas upon which our attention was focussed during this period are incorporated in this report for the purpose of recalling some of the major problems reviewed by the Board in the interests of public safety.

In January of 1973 at the Chairman's request, each public safety department within the City was requested to file with the Executive Secretary a copy of any existing agreement or agreements between or among other public safety agencies throughout the Greater Boston Area. It was found that many of these documents already on file were obsolete and required updating due to the use of advanced technical equipment and more modern practices in coordinating emergency functions.

Several serious fires within the MBTA system, particularly in the subway of the Dorchester-Cambridge Line, prompted a name-calling bout between the Fire Department and MBTA officials in early January of 1973 in the wake of a \$250,000 subway fire which occurred on January 4, 1973. Only about a month later, another subway fire resulted in the taking of one life and injury to 113. It was agreed that obsolete equipment, insufficient lighting and a breakdown of communications were the main causes of these fires which were occurring on a fairly regular basis during the winter of 1973.

As a result of meetings arranged between Fire and MBTA officials, the name-calling bout was ended and a more determined effort was made to plan and arrive at mutual agreements for improvements in previous procedures. Among the changes recommended and implemented, new and additional procedures were incorporated which lessened hazards and improved safety measures for handling subway fires. Some of the improvements initially recommended were the following:

1. to conduct weekly meetings between

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Fire and MBTA officials to create closer relationships and to arrive at mutual agreements for improvements in past procedures;

2. to install a standpipe system throughout the subway with street connections so that the Fire Department can connect to these standpipes and supply water when needed;
3. to mark conspicuously all emergency exits from the subway;
4. to install a public address system throughout the subway with speakers located at strategic points and with control stations located at each station platform;
5. to install a direct Fire Department communications system from the MBTA to the Boston Fire Department alarm system, with instructions to be given to all MBTA employees to notify immediately the Fire Department of any fire condition;
6. to place proper markings throughout the subway system to give train operators an indication as to their location at any given time during emergency;
7. to place ladders at the end of each station location and at 600 feet intervals within the subway;
8. to place on all rapid transit cars an additional 20-pound fire extinguisher;
9. to place reflectors throughout the tunnel to improve vision in dark areas and to augment the lighting system within tunnel areas.

The above recommendations were implemented and vast improvements are now noticeable on the Red Line and in other areas where improvements are being made.

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A 29-page Department of Public Utilities Report issued in May of 1973 acknowledged that the MBTA had taken steps to minimize the chances of fire gaining fast headway, of passenger panic spreading or of poor communication.

In February of 1973, MBTA Board Chairman, Henry S. Lodge, appeared before the Department of Public Utilities and stated that federal funds would be needed to bring about a long-range solution to problems that caused the series of fires on the Authority's Cambridge-Dorchester Line to which reference is made above.

It is the belief of this Commission that a large part of the troubles experienced by the MBTA have been due to a lack of sufficient funds to make improvements and maintain the transit system in a manner commensurate with or superior to any other such system throughout the country. We all agree that to maintain and improve an old system requires massive expenditures and, as the federal government has finally agreed to transfer funds from highway allocations to improve mass transit throughout the country, it appears that in the not too distant future the MBTA should be in a position to not only expand its present rapid transit facilities but to adopt advanced public safety measures that were impossible to consider favorably in the past due to a lack of necessary funds.

The announcement of a federal grant of \$39,000,000 the latter part of 1973 to purchase 80 new cars and modernize the system was welcome news.

"A year of genuine progress," is the way Joseph C. Kelly, General Manager of the MBTA, has described safety improvements on the transit system during the past 16 months. "Following the fires of last January and February, 1973," Mr. Kelly continued, "the Authority stepped up its regular safety program. Now a wide range of safety-related improvements have been completed or are nearing completion."

To accomplish the great bulk of the effort, the Authority filed for a federal grant of \$10,601,640 with the Urban Mass Transportation

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Administration (UMTA) of the Department of Transportation in February of 1973. Approval of this application was given by UMTA in June. The total project cost of \$15,902,460 also received a one-third matching contribution of \$5,300,820 from local funds.

The principal safety projects completed or begun include the following:

Installation of an independent A.C. lighting system throughout the subway with power supplied from a variety of sources. This system is designed to eliminate the possibility of lighting failure during tunnel emergencies when the Authority's conventional D.C. power is interrupted. New A.C. lighting is already in place and in operation on a major portion of the Red Line, and work is progressing well elsewhere.

Installation of new ventilation fans throughout the subway, and rehabilitation of older units. As with the lighting, A.C. power supplied from independent sources will allow continued operation of ventilation equipment during any emergency that might disrupt the Authority's regular electrical power. Also included in this work are modifications to street gratings over vent shafts permitting better emergency entrance and exit to the subway tunnels.

Installation of a complete public address system in all downtown subway stations. This network will be centrally controlled from the Authority's Dewey Square Control Center and will permit prompt notification to passengers during delays and emergencies. The system is already installed and in operation on a station-by-station basis. Full central control is scheduled for late summer or in the fall.

Installation of a complete communication system on the Blue Line, including four base stations, cables, antennae, a public address system, and a train indication system between Maverick and Aquarium Stations. This will give all Blue Line trains continuous voice contact with the Dewey Square Control Center.

Construction of dry standpipes in critical tunnel locations. The system has been designed with connections at street level to enable the Fire Department to pump water directly into the subway during fire emergencies.

Purchase of vacuum equipment to be mounted on work trains for cleaning subway tunnels more quickly and efficiently, and decreasing the risk of fire from trash accumulations in tunnels.

Modernization of the MBTA's transportation/operations radio network including replacement of obsolete equipment.

Installation of a public address system on the Orange Line between Dover and Forest Hills Stations.

Installation of special fire protection equipment in relay rooms and signal control rooms.

Installation of a new emergency exit in the Blue Line tunnel near Bowdoin Station.

Installation of a fire alarm system at the Everett yards and shops.

Acquisition of twenty-seven two-way portable radios.

Acquisition and installation of twenty-four mobile radios for maintenance and supervisory vehicles.

Placing of ladders on all rapid transit cars and at regular intervals throughout the tunnels to facilitate evacuation of trains during emergencies.

Installation of additional heavy-duty fire extinguishers on all rapid transit cars.

Mr. Kelly pointed out that the Authority has also reviewed all of its emergency procedures. Acting jointly with the Boston Fire Department and the Massachusetts Department of Public

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Utilities, it has revised and updated these procedures, and MBTA personnel have all been re-instructed in their new responsibilities.

"We fervently hope that we never again experience any tragedy like last year's fires," Mr. Kelly said. "But it is reassuring to know that we are now completing a \$15 million safety program that will lessen the odds against a repetition and also greatly improve the calibre of transit service we provide.

Recalling the Hotel Vendome collapse in the fire of June 17, 1972 which took the lives of nine firefighters, after which time the State Fire Marshall's Office severely criticized the Boston Building Department for its "worthless" procedures, it is interesting to note and to record herein that within the past month Judge A. Frank Foster of the Boston Municipal Court found that no individual or individuals were solely responsible for the collapse.

Judge Foster in his report on the June 4-13, 1973, inquest, stated:

"This court finds that no single factor of circumstance could be assigned as the proximate cause of the collapse and resulting deaths of the Boston firefighters."

He said he found numerous factors were involved "and it was a combination of these factors which caused the collapse."

When it was built between 1870-1875, the hotel consisted of a basement and five floors fronting on Dartmouth Street., with a separate entrance on Commonwealth Avenue. It had a brick bearing (supporting) wall resting on a pile foundation.

In 1890, the central bearing wall between the first and second floor was removed to provide space for a ballroom. Wrought iron beams with a single column near the center of a room with nearly 1800 square feet were installed to support the upper floors.

"First and foremost," wrote Judge Foster, "the removal of the bearing wall weakened the

entire structure, and in the opinion of experts made it possible for a collapse to occur at any time.

"The stress placed on the basement bearing wall of seven or eight times the amount allowed by good professional structural engineering was a very important contributing factor.

"In addition, the introduction of the estimated 63 tons of water into the building on June 17, 1972, may well have been a strong factor in triggering the collapse.

"In the opinion of some of the experts, not only the weight of the water was important but the wetting of the masonry may also have been a factor which caused the collapse.

"The Fire itself constituted an important contributing force as it could have resulted in a sudden shock to the structure. Whether the drilling of the hole in the basement (for a duct) in August-September, 1971, contributed substantially to the collapse is a matter of conjecture, and in the opinion of some experts the break-through in the basement may have been a contributing factor."

Killed in the collapse of the building were: Fire Lieutenants Thomas J. Carroll and John E. Hanbury, and Firefighters Richard B. Magee, Thomas W. Beckwith, Joseph P. Saniuk, Charles E. Dolan, John E. Jameson, Paul J. Murphy, and Joseph F. Boucher.

Pasquale Franchi, contractor and developer, had started renovating the building into an apartment structure with a concourse for shops on the first floor before the fire and the subsequent collapse of the building.

The Arson Squad of the Boston Fire Department was beefed up considerably in the early part of 1974 by Fire Commissioner, James H. Kelly, as a result of a rash of fires occurring in Boston Public Schools during this period, with nine fires being set within thirteen days in early March in the districts of Charlestown, Brighton, Dorchester, Roxbury and Hyde Park. Commissioner Kelly stated at that time that it appears that any student who feels he has a real or imagined

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gripe vents his anger by setting a building on fire. He stated that anyone convicted of setting a fire in a school house should be given the maximum sentence of 10 years in State Prison.

City Fire Marshall, Chief Joseph Dolan, head of the Arson Squad, was informed by the Commissioner of additional manpower being assigned to handle not only the increased arson in schools but the general increase in arson throughout the City. Commissioner Kelly pointed out that many Boston schools are very old, are mostly of wood construction and have oil-soaked floors where a fire could easily get out of hand and hundreds of children could be killed or maimed. Chief Paul also pointed out that arson is growing at a faster rate than any other type of fire both in the City and nationally, occurring at a rate ten times higher than in 1950. Although fires of this character have decreased since the Fire Commissioner strengthened the Arson Squad and accelerated its activities, it is too early at this time to predict future effectiveness.

Owners and managers of the larger buildings within the City were furnished with guidelines recommended by the Fire Department for the evacuation of buildings in the case of fire, with special instructions for owners and managers of high-rise structures. In connection with building safety, we are pleased to report that a new inspection program consisting of a team of some 250 inspectors, inaugurated by the Building Commissioner, Richard R. Thuma, Jr., has been most successful in its operations since its establishment in 1972. These inspections are focussed upon new, large construction projects which are visited by the team which involves electrical, plumbing, elevator, construction and safety inspections under the supervision of the Chief Building Inspector of the City. The team spends about three hours on each site, checking whether the professionals are there as required. All facets of the work are checked to insure that projects are being supervised and constructed in accordance with approved building plans and the Boston Building Code. Inspections are made without prior warning to the individual or individuals who hold building permits. Since the establishment of this program, there has been a complete turn-around in the attitudes of builders

and architects, thereby enabling the Building Department to double the number of team inspections made each week.

At the one hundred million dollar fire which destroyed 20% of the City of Chelsea on October 14, 1973, the Boston Fire Department responded with 11 engine companies, 3 truck companies and 3 fire chiefs to assist in the fighting of this disastrous conflagration.

Police operations have improved in all areas of activities, including the procurement of additional equipment, an increase in personnel, the elimination of the City Prison and the Harbor Patrol. The assignment of more personnel to street patrols rather than clerical assignments has resulted in a vast improvement in efficiency and an acceleration in response to emergency calls which have been increasing drastically over the past few years, not only in Boston but throughout the entire nation.

Mutual agreements between and among police organizations throughout the Greater Boston Area and the State are governed by the establishment of the Greater Boston Police Council which includes the Metropolitan District Police, the Massachusetts State Police, the MBTA Police, the FBI and all other police departments contiguous to Boston. At monthly meetings, the Council sponsors discussions of mutual problems, presentation of programs of mutual interest and planning for joint projects. The purposes of the Council are to provide mutual aid wherever necessary, to collect and disseminate information, to share specialized skills, services and technical facilities and to promote greater cooperation between and among member agencies.

As FBI statistics indicate a 14% increase in crime in Boston during the first 9 months of 1973 compared with the same period of 1972, Commissioner Robert J. di Grazia defended the position of the Boston Police Department by stating that statistics are based on information supplied voluntarily by various police departments throughout the country, leading to inconsistencies from one area or another. On December 30, 1973, the Commissioner stated: "There's always the reference to the increase in crime and there

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isn't any consideration for how valid these statistics are. It is a tough area to convince the people of what crime statistics are occurring and why and how much is being reported and how accurate the figures are.

"Accurate figures enable the Police Department to perform greater service to the citizens. As both citizens and police fail to report crimes, the police would have no way of knowing where the trouble spots are and would be unable to combat the problems by properly deploying personnel. Today, Boston policemen are told they must not abide by the code of silence which was followed in the past when things went wrong in the department."

Despite a stringent austerity program, we believe our Police Department is providing the best police protection possible under existing conditions while every major city in the country is experiencing similar or higher crime rates.

With a new fleet of police cruisers, an increase from 179 to 262 within the past 18 months, with a maximum patrol effort under way with trained police officers being shifted from clerical jobs in police stations to street assignments, with rules and regulations of the department rewritten (first time since 1950), with the expansion of In-service Training for Sergeants and Lieutenants, especially in the field of community relations, and with plans for the addition of more Black and Spanish-speaking police officers to the department, we can only predict that our Police Department should be considered one of the finest and most efficient law enforcement agencies in the country within the next two or three years.

Under date of July 31, 1973, Logan Airport experienced one of its greatest disasters due to an air crash which resulted in the death of some eighty-eight persons. Although the Airport is under the jurisdiction of the Massport Authority, where safety equipment of every character was presumed to be existent and available and with highly technical safety measures established, it is the contention of this Commission that certain drastic improvements in safety alerts should be initiated at once. It was reported that twelve minutes had elapsed between the time of the crash on the fog-bound runway and notification of the

crash from the control tower. However, we are pleased to note that the Boston Police, Fire and Hospital Departments were on the scene within minutes after the tragedy had been announced and assisted in every way in an endeavor to save the lives of many of the victims, had it been at all possible.

The Federal Aviation Administration has been investigating the cause but no satisfactory answers have been directed to our attention to lead us to believe that the possibility of future tragedies of a similar nature could not be repeated unless immediate steps are taken by the Authority to correct present deficiencies.

The Health & Hospitals Department has been most active in safety programs during the past eighteen months, with the following topics being featured and stressed at monthly meetings of its own separate and distinct safety committee:

- a. producing methods to lower costs while providing safe, clean and healthy working conditions;
- b. industrial hygiene;
- c. off-the-job and vacation safety;
- d. motivation-type slogans, posters and talks;
- e. on-the-job working hazards;
- f. fire prevention and first-aid;
- g. use of hazardous materials and equipment; and
- h. curtailment of smoking in various hospital areas.

On June 15, 1974, a carnival ride, known as "The Hurricane", went out of control in the Charlestown district, resulting in the death of one person and injury to seventeen others. This is one area of safety over which there are no safety controls at the present time except for the issuance of a permit by the Licensing Division of the Mayor's Office which actually amounts to a "use of

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premises permit" which does not require an inspection of any nature.

The City Censor and representatives of the Fire and Law Departments are looking into the possibility of having enacted legislation that would require inspections of equipment prior to licensing or operation and, in this connection, we recommend that legislation be based on a State law that would place inspections under the supervision of the State Department of Public Safety rather than under local jurisdictions. As this is the first experience we have had with this type of accident within the City, we are hopeful that proper precautions, such as you have already instituted, will remain in force until a statute has been enacted to control all such future operations.

Public safety has become a major function of municipal administration during the past decade and is in dire need of additional financial assistance from both the Federal and State governments to augment local appropriations. Present Federal funding for selected public safety projects is insufficient to bring to fruition the high standards of safety to which the City aspires in its consideration of the needs and requirements of the public. Increases in crime of every nature, increases in fires throughout the City, especially school fires, many of which can be attributed to the cowardly crime of arson, require constant vigilance on the part of public safety agencies in addition to the public at large. Efficient programs to improve techniques and to educate employees and the public to the various hazards involved which, in turn, require prevention programs in many diversified fields, necessitates the hiring of more people, the procurement of additional updated equipment and the enactment of meaningful legislation that would make penalties more severe and enforcement much easier.

Until such time as Federal and State officials recognize the importance of some of these problems, which are national in scope and not limited to any one city or town, and take definitive action in furnishing the funds required to meet the challenges which we are obliged to face in a greater degree at present than at any time in the past, the sooner will we be in a position to offer to the public the type of public safety

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administration which we have been advocating and to which the public is entitled but which is now lacking in many areas.

Regardless of whether or not our pleas are answered, our public safety agencies, nevertheless, shall happily and devotedly continue providing the services they have been rendering for a great many years with limited resources.

We are indebted to all those devoted individuals and dedicated servants, particularly in the Fire, Police and Hospital Departments, who are on the alert at all times, willing to risk their lives, if necessary, for their fellowman and who are always anxious to help, advise and instruct when called upon to do so.

We are proud of our public safety personnel throughout the City and can think of no better or appropriate closing for a Boston Public Safety Commission Report.

Respectfully submitted,

Edward T. Sullivan, Chairman
Director of Administrative Services

Joseph F. Casazza
Public Works Comm'r

Robert J. di Grazia
Police Comm'r

James H. Kelly
Fire Comm'r

William T. Noonan
Comm'r of Traffic
and Parking

Joseph C. Kelly
General Manager, MBTA

William J. Leary
Supt. of Schools

Richard R. Thuma, Jr.
Building Dept. Comm'r

Leon S. White
Comm'r of Health &
Hospitals

Lawrence W. Costello
Executive Secretary

